

OSA-1723-63

28 March 1963

MEMORANDUM FOR: Deputy Director (Research)

SUBJECT : Fitness Reports

1. The attached Fitness Report is returned for the DD/R's action as Reviewing Official as being the most appropriate.
2. The proper way of accomplishing Fitness Reports on senior staff officers and division chiefs in our situation is, in my opinion, as follows: the Reporting Officer to be the Assistant Director with the Reviewing Official the DD/R himself. It is really not appropriate for a deputy in an office to prepare the report and the deputy's chief to review the report. The individual being rated should have the benefit of being rated and having this rating reviewed at the highest level in the chain of command commensurate with his position in the command and his responsibilities and authority. In our case, where we have a mixture of military and career Agency civilians, I depart slightly from this ideal method because, in the future, I will be gone but Mr. Cunningham will still be known within the Agency, and his name on a report, therefore, will have more meaning. Likewise, on a military report I sign all of those for the same reason. The actual ratings on civilians and military of our senior officers are concurred in jointly by Mr. Cunningham and myself.
3. Under my new concept of operation, the span of control will be greatly cut down and there will be another management level injected between myself and most of the division chiefs. In this case, the new management levels will be the rating officers and I will be the Reviewing Officer, and you will only have to be Reviewing Officer for the new management level plus the special staff senior officers. Until that time, I respectfully request that, for the benefit of the individual's career, you sign as the Reviewing Officer.

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JACK C. LEDFORD  
COLONEL, USAF  
Assistant Director  
(Special Activities)

AD/OSA:JCL:jr

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